

# Information Technology Department

Steve Ferguson, Chief Information Officer

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**E**nable the service delivery of our customers through the integration of city-wide technology resources

## *City Service Area*

### **Strategic Support**

#### *Core Services*

##### **Customer Contact Center**

Process calls related to utility billing and services. Serves as the primary point of City information for residents, businesses, and employees.

##### **Enterprise Technology Systems and Solutions**

Manage the City's data so that critical business processes remain operational; determine, develop, implement and support technology solutions that maximize the delivery of enterprise City services. Consolidate technology solutions and ensure optimal resource utilization and technology investment across the city-wide organization.

##### **Information Technology Infrastructure**

Enable the availability and relevancy of data and voice communications and provide direct customer support and training for technology equipment and applications. Consult on technology solutions and ensure optimal resource utilization and technology investment across the city-wide organization.

**Strategic Support:** Financial Management, Human Resources, Clerical Support, Training Management, and Special Projects

# Information Technology Department

## Department Budget Summary

	2008-2009 Actual 1	2009-2010 Adopted 2	2010-2011 Forecast 3	2010-2011 Adopted 4	% Change (2 to 4)
<b>Dollars by Core Service</b>					
Customer Contact Center*	N/A	N/A	\$ 3,531,549	\$ 3,236,727	N/A
Enterprise Technology Systems & Solutions	\$ 11,149,013	\$ 12,153,115	9,570,546	8,966,728	(26.2%)
IT Infrastructure	7,839,311	8,397,461	8,659,850	8,003,105	(4.7%)
Support Departmental Technology Services**	1,671,162	1,471,821	0	0	(100.0%)
Strategic Support	1,255,051	1,074,415	966,569	970,357	(9.7%)
<b>Total</b>	<b>\$ 21,914,537</b>	<b>\$ 23,096,812</b>	<b>\$ 22,728,514</b>	<b>\$ 21,176,917</b>	<b>(8.3%)</b>
<b>Dollars by Category</b>					
Personal Services					
Salaries/Benefits	\$ 17,282,175	\$ 17,155,082	\$ 17,379,636	\$ 15,402,617	(10.2%)
Overtime	174,066	158,664	158,664	153,664	(3.2%)
Subtotal	\$ 17,456,241	\$ 17,313,746	\$ 17,538,300	\$ 15,556,281	(10.2%)
Non-Personal/Equipment	4,458,296	5,783,066	5,190,214	5,620,636	(2.8%)
<b>Total</b>	<b>\$ 21,914,537</b>	<b>\$ 23,096,812</b>	<b>\$ 22,728,514</b>	<b>\$ 21,176,917</b>	<b>(8.3%)</b>
<b>Dollars by Fund</b>					
General Fund	\$ 15,923,175	\$ 17,149,763	\$ 16,488,971	\$ 15,300,984	(10.8%)
Airport Maint & Opers	2,770	0	0	0	0.0%
General Purpose Parking	17,617	14,623	14,825	30,311	107.3%
Home Invest Partnership	13,310	13,938	14,758	14,758	5.9%
Integrated Waste Mgmt	3,425,652	3,535,191	3,752,349	3,459,733	(2.1%)
Library Parcel Tax	152,172	164,597	169,357	169,357	2.9%
Low/Mod Income Housing	238,154	245,007	241,418	132,834	(45.8%)
PW Program Support	316,296	350,922	364,178	331,472	(5.5%)
Sewer Svc & Use Charge	653,614	633,111	692,114	671,567	6.1%
SJ/SC Treatment Plant Oper	183,778	0	0	0	0.0%
Storm Sewer Operating	425,911	422,339	482,168	467,944	10.8%
Vehicle Maint & Opers	145,098	147,924	153,224	153,224	3.6%
Water Utility	416,990	419,397	355,152	344,087	(18.0%)
Capital Funds	0	0	0	100,646	N/A
<b>Total</b>	<b>\$ 21,914,537</b>	<b>\$ 23,096,812</b>	<b>\$ 22,728,514</b>	<b>\$ 21,176,917</b>	<b>(8.3%)</b>
<b>Authorized Positions</b>	<b>147.50</b>	<b>136.00</b>	<b>133.00</b>	<b>122.00</b>	<b>(10.3%)</b>

\* Beginning in 2010-2011, the Customer Contact Center Core Service will appear as a core service. This new core service was previously displayed as a key operational service within the Enterprise Technology Systems and Solutions Core Service.

\*\* Beginning in 2010-2011, the Support Departmental Technology Solutions Core Service will no longer appear. Funding previously included in this core service will be displayed in the Enterprise Technology Systems and Solutions Core Service.

# Information Technology Department

## Budget Reconciliation

(2009-2010 Adopted to 2010-2011 Adopted)

	Positions	All Funds (\$)	General Fund (\$)
<b>Prior Year Budget (2009-2010):</b>	<b>136.00</b>	<b>23,096,812</b>	<b>17,149,763</b>
<b>Base Adjustments</b>			
<b>One-Time Prior Year Expenditures Deleted</b>			
• Rebudget: Website Audit		(250,000)	(250,000)
• Rebudget: Security Services Audit 2008 Recommendations		(139,000)	(139,000)
• Rebudget: Technical Training		(100,000)	(100,000)
• Rebudget: Customer Contact Center Equipment Upgrade		(37,000)	(6,000)
• Rebudget: VAX Maintenance		(30,000)	(30,000)
• Rebudget: UNIX to Windows Migration		(10,000)	(10,000)
<b>One-time Prior Year Expenditures Subtotal:</b>	<b>0.00</b>	<b>(566,000)</b>	<b>(535,000)</b>
<b>Technical Adjustments to Costs of Ongoing Activities</b>			
• Salary/benefit changes		403,329	94,320
• Elimination of 3.0 positions and Non-Personal/ Equipment expenditures funded by the Development Services Fee Program on November 15, 2009: 1.0 Supervising Applications Analyst, 1.0 Information Systems Analyst, and 1.0 Senior Systems Applications Programmer	(3.00)	(539,187)	(539,187)
• Integrated Development Tracking System (IDTS) maintenance contract		(80,000)	(80,000)
• Vacancy Rate Adjustment		316,612	316,612
• Hardware and software maintenance contracts		70,595	62,463
• 9-1-1 Call Center recording equipment maintenance		52,000	52,000
• Integrated Billing System (IBS) database		6,353	0
• Software licenses		1,200	1,200
• Changes in professional development costs		(31,200)	(31,200)
• Changes in vehicle maintenance and operations costs		(2,000)	(2,000)
<b>Technical Adjustments Subtotal:</b>	<b>(3.00)</b>	<b>197,702</b>	<b>(125,792)</b>
<b>2010-2011 Forecast Base Budget:</b>	<b>133.00</b>	<b>22,728,514</b>	<b>16,488,971</b>

# Information Technology Department

## Budget Reconciliation (Cont'd.)

(2009-2010 Adopted to 2010-2011 Adopted)

Budget Proposals Approved	Positions	All Funds (\$)	General Fund (\$)
1. Information Technology Department Employee Total Compensation Reduction		(473,950)	(473,950)
2. Technology Infrastructure Operations Staffing	(3.00)	(438,826)	(330,242)
3. Technology Business Applications Management	(2.00)	(321,522)	(197,147)
4. Customer Contact Center Staffing	(3.00)	(294,822)	(48,039)
5. Legacy Telecom Staffing	(2.00)	(262,387)	(262,387)
6. Information Technology HelpDesk Staffing	(1.00)	(145,794)	(145,794)
7. Nortel VoIP Maintenance Contract		(115,000)	(115,000)
8. Information Technology Department Management and Professional Employees Total Compensation Reduction		(44,296)	(44,296)
9. Information Technology Non-Personal/Equipment Funding		(10,000)	(10,000)
10. Information Technology Overtime Funding		(5,000)	(5,000)
11. Traffic Incident System Management Funding Reallocation		0	(116,132)
12. Rebudget: Converged Network (VoIP) Expansion		300,000	300,000
13. Rebudget: Security Service Needs		137,000	137,000
14. Rebudget: Technical Training		83,000	83,000
15. Rebudget: Filenet Upgrade		40,000	40,000
<b>Total Budget Proposals Approved</b>	<b>(11.00)</b>	<b>(1,551,597)</b>	<b>(1,187,987)</b>
<b>2010-2011 Adopted Budget Total</b>	<b>122.00</b>	<b>21,176,917</b>	<b>15,300,984</b>

# Information Technology Department

## Budget Changes By Department

Adopted Budget Changes	Positions	All Funds (\$)	General Fund (\$)
1. Information Technology Department Employee Total Compensation Reduction		(473,950)	(473,950)

### **Strategic Support CSA**

*Customer Contact Center*

*Enterprise Technology Systems and Solutions*

*Information Technology Infrastructure*

*Strategic Support*

As a result of compensation reductions for various bargaining groups as approved by the City Council on June 22, 2010, this action reflects a 10% reduction in total compensation costs, of which 5% is ongoing, for various bargaining units (AEA, ALP, AMSP, CAMP, IBEW, and OE3); an additional 5% total compensation reduction for Executive Management and Professional Employees and Unrepresented Employees (Units 99 and 81/82) for a total 10% reduction in compensation, of which 5% is ongoing; and a 5% reduction in ongoing total compensation costs for ABMEI. The savings generated from these actions helped address the General Fund shortfall, thereby retaining City services which would otherwise have been eliminated.

The compensation adjustment actions, which vary by employee group, include: general wage decreases, freezing of merit increases, additional employee contributions to retirement to offset the City's contributions, healthcare cost sharing changes (from 90% City/10% employee to 85% City/15% employee), healthcare plan design changes including increased co-pays, and changes in healthcare in lieu, healthcare dual coverage, and disability leave supplement. The specific actions are described in each bargaining unit's agreement with the City that can be found at: <http://www.sanjoseca.gov/employeeRelations/labor.asp>.

These compensation actions generate savings of \$8.6 million in the General Fund, offset by overhead and other reimbursement losses of \$856,000, resulting in total net General Fund savings of \$7.7 million. In the Information Technology Department, the General Fund savings totals \$473,950 as reflected in the 2010-2011 Adopted Budget. It should be noted that because of the timing of the concession agreements, the total value of the savings in all other funds is not yet available. Compensation savings generated for other funds will be brought forward as part of the 2009-2010 Annual Report, to be released on September 30, 2010. (Ongoing General Fund savings: \$236,975)

**Performance Results:** N/A

# Information Technology Department

## Budget Changes By Department (Cont'd.)

Adopted Budget Changes	Positions	All Funds (\$)	General Fund (\$)
2. Technology Infrastructure Operations Staffing	(3.00)	(438,826)	(330,242)

### **Strategic Support CSA**

#### *Information Technology Infrastructure*

This action eliminates 1.0 filled Division Manager position, 1.0 filled Information Systems Analyst position and 1.0 vacant Network Technician position (vacant since January 2010) in the Infrastructure Operations workgroup, generating \$330,000 in General Fund savings and savings of \$109,000 in the Low and Moderate Income Housing Fund. The impacts of these eliminations are described below:

- Workgroups within the Infrastructure Division will be reorganized under five remaining technical managers responsible for project management.
- The duties of the Information Systems Analyst managing network expansion will be reallocated to the Security Systems Application Analyst (SAA). In the long-term, merging these duties could create efficiencies by encouraging staff to approach data management projects with a security focus from inception.
- The Department of Housing will be required to resolve any network and server-related issues through the Technology HelpDesk in alignment with current service levels at City Hall.

(Ongoing savings: \$473,725)

### **Performance Results:**

**Cycle Time, Customer Satisfaction** It is anticipated that service level impacts will be mitigated upon completion of an enterprise information technology consolidation effort; however, the Information Security SAA will be required to reconcile competing priorities in the management of both Data and Security.

3. Technology Business Applications Management	(2.00)	(321,522)	(197,147)
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### **Strategic Support CSA**

#### *Enterprise Technology Systems and Solutions*

This action eliminates 2.0 Program Manager II positions and, beginning in 2011-2012, 1.0 Supervising Applications Analyst position in the Business Applications Division. These positions assist departments by providing direction and coordination of technical planning and implementation of technology projects using a city-wide framework. The elimination of these positions will better align management staffing levels with organizational capacity as fewer projects will be implemented given the current budget environment, and oversight of departmental projects from a city-wide framework will now be performed by the Technology Leadership Council, a newly formed city-wide technology advisory committee. However, the Supervising Applications Analyst position provides support to database systems and retention of this skill set is required during ITD's consolidation of database systems in 2010-2011. With the successful completion of database consolidation, the need for this position will likely diminish and it is scheduled to be eliminated July 1, 2011. (Ongoing savings: \$518,558)

### **Performance Results:**

**Cycle Time, Customer Satisfaction** It is anticipated that service level impacts will be mitigated upon completion of an enterprise information technology consolidation effort.

# Information Technology Department

## Budget Changes By Department (Cont'd.)

Adopted Budget Changes	Positions	All Funds (\$)	General Fund (\$)
4. Customer Contact Center Staffing	(3.00)	(294,822)	(48,039)

**Strategic Support CSA**  
*Customer Contact Center*

This action eliminates 1.0 filled Analyst position, 1.0 vacant Senior Office Specialist position (vacant since March 2010), and 1.0 vacant Principal Office Specialist position (vacant since January 2010) in the Customer Contact Center. During the last three years, the Analyst and Principal Office Specialist provided assistance in the consolidation of the call centers and implementation of the Integrated Billing System (IBS). With the completion of these tasks, most of the remaining functions performed by these three positions will be absorbed by the Customer Contact Center Manager and supervisors. However, these reductions will impact the Customer Contact Center's ability to track and improve performance. Additionally, existing staff have already absorbed the duties of the Senior Office Specialist. Thus, eliminating this position will maintain the Customer Contact Center's current service level. (Ongoing savings: \$313,438)

**Performance Results:**

**Customer Satisfaction** Service level impacts as the result of these eliminations will be minimal, but the ability to track performance measures and maintain a training program may be compromised.

5. Legacy Telecom Staffing	(2.00)	(262,387)	(262,387)
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**Strategic Support CSA**  
*Information Technology Infrastructure*

This action eliminates 2.0 filled positions (1.0 Supervising Applications Analyst position and 1.0 Communication Technician position), which support the Legacy Telecom system. As more Legacy Telecom users have transitioned to Voice over Internet Protocol (VoIP), this workgroup's workload has decreased. Currently, less than 30% of City telephone users remain on Legacy Telecom and this number will continue to decline over the next few years as additional VoIP transitions are implemented (Mabury Service Yard transition is included in this budget). Adequate staffing for current users will remain with minimal service level impacts anticipated. (Ongoing savings: \$287,379)

**Performance Results:**

**Cycle Time, Customer Satisfaction** Service level impacts as the result of these position eliminations will be minimized as the City continues to transition to VoIP.

## Information Technology Department

### Budget Changes By Department (Cont'd.)

Adopted Budget Changes	Positions	All Funds (\$)	General Fund (\$)
6. Information Technology HelpDesk Staffing	(1.00)	(145,794)	(145,794)

**Strategic Support CSA**

*Information Technology Infrastructure*

This action eliminates 1.0 vacant Network Engineer position (vacant since March 2010) in the Information Technology HelpDesk. This position administers the work order system, HEAT, used by the HelpDesk and department workgroups to track city-wide technology service requests. The latest upgrade to the HEAT system has prompted a new consolidated set of operational measures, allowing the functions of this position to be transitioned to the HelpDesk Manager and remaining Network Engineers. (Ongoing savings: \$146,283)

**Performance Results:**

**Cycle Time, Customer Satisfaction** Given improved operational efficiencies in the HelpDesk and the current service level, the service level impact of this elimination is anticipated to be minimal.

7. Nortel VoIP Maintenance Contract	(115,000)	(115,000)
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**Strategic Support CSA**

*Information Technology Infrastructure*

This action reduces the Information Technology Department's non-personal/equipment funding by \$115,000 to reflect a reduction in the Nortel maintenance contract. Savings will be realized by extending the delivery time requirement for replacement parts from four hours to the next business day and removing switches and phones from the maintenance contract. To mitigate any service level impacts, the Information Technology Department will stock frequently needed spare parts to ensure parts are available for repairs when possible. (Ongoing savings: \$115,000)

**Performance Results:**

**Cycle Time, Customer Satisfaction** Response to technical support issues may be delayed, adversely affecting customer satisfaction with respect to timeliness of response and satisfaction with problem resolution.



# Information Technology Department

## Budget Changes By Department (Cont'd.)

Adopted Budget Changes	Positions	All Funds (\$)	General Fund (\$)
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- |   |  |          |          |
|---|--|----------|----------|
| 8. Information Technology Department Management and Professional Employees Total Compensation Reduction |  | (44,296) | (44,296) |
|---|--|----------|----------|

**Strategic Support CSA**  
*Strategic Support*

This action is a reduction in personnel costs equivalent to 5% of total compensation for Executive Management and Professional Employees (Unit 99). The savings generated from these actions helps address the General Fund shortfall, thereby retaining City services which may otherwise have been eliminated. The compensation adjustments include a 4.75% general wage decrease, freezing of merit increases, healthcare cost sharing changes (from 90% City/10% employee to 85% City/15% employee), healthcare plan design changes including increased co-pays, and changes in healthcare in lieu, healthcare dual coverage, and disability leave supplement. These actions result in savings of \$1.23 million in the General Fund including overhead loss and \$2.1 million in all funds. In the Information Technology Department, savings total \$44,296 in the General Fund, \$44,296 in all funds. (Ongoing savings: \$44,296)

**Performance Results:** N/A

- |  |  |          |          |
|--|--|----------|----------|
| 9. Information Technology Non-Personal/Equipment Funding |  | (10,000) | (10,000) |
|--|--|----------|----------|

**Strategic Support CSA**  
*Information Technology Infrastructure*

This action reduces the Information Technology Department's non-personal/equipment funding for non-personal costs such as technical training to keep staff skills current and replacement of equipment. (Ongoing savings: \$10,000)

**Performance Results:**

**Cycle Times, Customer Satisfaction** To the extent that lack of technical training and functional equipment resulting from this action affects ITD's ability to meet customer needs, this proposal will adversely affect both cycle times and customer satisfaction.

# Information Technology Department

## Budget Changes By Department (Cont'd.)

Adopted Budget Changes	Positions	All Funds (\$)	General Fund (\$)
<b>10. Information Technology Overtime Funding</b>		(5,000)	(5,000)
<i><b>Strategic Support CSA</b></i> <i>Enterprise Technology Systems and Solutions</i> <i>Information Technology Infrastructure</i>			
<p>This action reduces by 3% the overtime funding used to perform maintenance tasks outside of normal business hours to minimize the effect on City staff users. If the Department's overtime budget is exhausted, remaining critical maintenance will take place during normal business hours which could result in increased network downtime or be performed on a compensatory time basis. (Ongoing savings: \$5,000)</p>			
<b>Performance Results:</b> <i><b>Cycle Times, Customer Satisfaction</b></i> Should this reduction result in maintenance tasks being performed during business hours, disruption to daily operations could adversely affect both cycle times and customer satisfaction.			
<b>11. Traffic Incident System Management Funding Reallocation</b>		0	(116,132)
<i><b>Strategic Support CSA</b></i> <i>Enterprise Technology Systems and Solutions</i>			
<p>This action reallocates funding for 1.0 filled Information Systems Analyst position that supports the Department of Transportation's traffic incident data systems from 0.75 General Fund supported to 0.65 Capital Funding and 0.10 General Purpose Parking Fund supported. This position addresses numerous database systems critical to the delivery of Department of Transportation and Police Department traffic safety and parking services, including the Traffic Accident Prevention System (TAPS), traffic calming, taxicab administration, residential parking permit systems, and on-street parking compliance.</p>			
<b>Performance Results:</b> This action properly aligns funding with systems support and will have no performance impacts.			
<b>12. Rebudget: Converged Network (VoIP) Expansion</b>		300,000	300,000
<i><b>Strategic Support CSA</b></i> <i>Information Technology Infrastructure</i>			
<p>This action rebudgets \$300,000 in non-personal/equipment funding to further expand the converged network (VoIP) to General Funded remote sites including community centers and fire stations. This project will reduce the number of remaining City legacy telecommunications sites to approximately 15% of the total City phone lines. (Ongoing costs: \$0)</p>			
<b>Performance Results:</b> N/A (Final Budget Modification)			

## Information Technology Department

### Budget Changes By Department (Cont'd.)

Adopted Budget Changes	Positions	All Funds (\$)	General Fund (\$)
13. Rebudget: Security Service Needs		137,000	137,000
<i>Strategic Support CSA</i> <i>Information Technology Infrastructure</i>			
This action rebudgets \$137,000 in non-personal/equipment funding that is allocated to address the City's security service needs. Funds will be utilized to address critical information security issues and continue working towards a sustainable information security governance model. (Ongoing costs: \$0)			
Performance Results: N/A (Final Budget Modification)			
14. Rebudget: Technical Training		83,000	83,000
<i>Strategic Support CSA</i> <i>Strategic Support</i>			
This action rebudgets \$83,000 in non-personal/equipment technical training funding. The Department anticipates that a significant number of employees displaced as a result of budget actions will need extensive training to successfully transition into different workgroups. Funding for training will prepare these staff to support existing technologies. (Ongoing costs: \$0)			
Performance Results: N/A (Final Budget Modification)			
15. Rebudget: Filenet Upgrade		40,000	40,000
<i>Strategic Support CSA</i> <i>Enterprise Technology Systems and Solutions</i>			
This action rebudgets \$40,000 in non-personal/equipment funding towards an upgrade of Filenet. The system is used for file storage to support the City's permit system and development services. An additional \$198,000 is budgeted in the Planning, Building and Code Enforcement Department for this purpose. (Ongoing costs: \$0)			
Performance Results: N/A (Final Budget Modification)			
2010-2011 Adopted Budget Changes Total	(11.00)	(\$1,551,597)	(\$1,187,987)

# Information Technology Department

## Departmental Position Detail

Position	2009-2010 Adopted	2010-2011 Adopted	Change
Account Clerk II	2.00	2.00	-
Administrative Assistant	1.00	1.00	-
Administrative Officer	1.00	1.00	-
Analyst II	5.00	4.00	(1.00)
Communications Technician	2.00	1.00	(1.00)
Deputy Director	2.00	2.00	-
Director of Information Technology	1.00	1.00	-
Division Manager	1.00	0.00	(1.00)
Information Systems Analyst	26.00	24.00	(2.00)
Network Engineer	16.00	15.00	(1.00)
Network Technician II	12.00	11.00	(1.00)
Principal Office Specialist	6.00	5.00	(1.00)
Program Manager I	1.00	1.00	-
Program Manager II	2.00	0.00	(2.00)
Senior Account Clerk	1.00	1.00	-
Senior Analyst	2.00	2.00	-
Senior Electrical Systems Technician	1.00	1.00	-
Senior Office Specialist	25.00	24.00	(1.00)
Senior Supervisor, Administration	3.00	3.00	-
Senior Systems Application Programmer	9.00	8.00	(1.00)
Staff Specialist	1.00	1.00	-
Supervising Applications Analyst	13.00	11.00	(2.00)
Systems Application Programmer II	3.00	3.00	-
<b>Total Positions</b>	<b>136.00</b>	<b>122.00</b>	<b>(14.00)</b>